

**OFFICE OF LABOR RELATIONS & COLLECTIVE BARGAINING**

Executive Office of the Mayor  
GOVERNMENT OF THE DISTRICT OF COLUMBIA



February 15, 2017

Honorable Elissa Silverman, At-Large  
Chair, Committee on Labor and Workforce Development  
Council of the District of Columbia  
1350 Pennsylvania Ave, NW, Suite 115  
Washington, DC 20004

Dear Chairperson Silverman:

Please find the responses from the Office of Labor Relations and Collective Bargaining (OLRCB) to the performance oversight questions submitted from your office on January 18, 2017. If you have any questions to the responses and/or the attached documents, please do not hesitate to contact me at (202) 724-4953.

1. Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant and filled FTEs marked in each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart.

**Response: Please see Attachment 1 for response to Question 1.**

2. Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits, and program office as of January 10, 2016. The Schedule A also should indicate any vacant positions in the agency. Please do not include Social Security numbers.

**Response: Please see Attachment 2 for response to Question 2.**

3. Please list all employees detailed to or from your agency, if any. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

**Response: No employees are on detail to or from OLRCB.**

4. (a) For fiscal year 2016, please list each employee whose salary was \$110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay.

**Response:** Please see chart below for response to Question 4(a).

FY 16								
	Title	Name	Grade	Step	Salary	Fringe Rate	Gross	FTE x Dist %
1	DIRECTOR, OLRBC	Sims Jr., Lionel C.		-	\$161,195.00	\$28,853.91	\$190,048.91	1.00
2	SUPERVISORY ATTORNEY ADVISOR	Aqui, Dean S.	1	0	\$140,870.21	\$25,215.77	\$166,085.98	1.00
3	SUPERVISORY ATTORNEY ADVISOR	Levy, Michael D.	1	0	\$131,657.22	\$23,566.64	\$155,223.86	1.00
4	ATTORNEY ADVISOR	Bullock, Repunzelle R.	14	8	\$124,906.00	\$22,358.17	\$147,264.17	1.00
5	ATTORNEY ADVISOR	Naylor, Kathryn A.	14	7	\$121,529.00	\$21,753.69	\$143,282.69	1.00

(b) For fiscal year 2017, please list each employee whose salary is or was \$110,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and/or bonus pay as of the date of your response.

**Response:** Please see chart below for response to Question 4(b).

FY 17								
	Title	Name	Grade	Step	Salary	Fringe Rate	Gross	FTE x Dist %
1	DIRECTOR, OLRBC	Sims Jr., Lionel C.		-	\$166,030.85	\$31,379.84	\$197,410.74	1.00
2	SUPERVISORY ATTORNEY ADVISOR	Aqui, Dean S.	1	-	\$150,731.13	\$28,488.18	\$179,219.28	1.00
3	SUPERVISORY ATTORNEY ADVISOR	Levy, Michael D.	1	-	\$140,873.22	\$26,625.04	\$167,498.24	1.00
4	ATTORNEY ADVISOR	Bullock, Repunzelle R.	14	9	\$142,075.00	\$26,474.18	\$168,549.18	1.00
5	ATTORNEY ADVISOR	Naylor, Kathryn A.	14	8	\$138,335.00	26,145.32	\$164,480.32	1.00

5. Please list, in descending order, the top 25 overtime earners in your agency for fiscal year 2016. For each, state the employee's name, position or title, salary, and aggregate overtime pay.

**Response: OLRCB did not pay overtime to any employees in FY 2016.**

6. For fiscal years 2016 and 2017 (to date), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

**Response: No bonuses or special award pay were granted for FY 2016 or FY 2017 (to date).**

7. For fiscal year 2017 (to date), please list each employee separated from the agency with separation pay. State the amount and number of weeks of pay. Also, for each, state the reason for the separation.

**Response: No employees were separated with separation pay in FY 2017 (to date).**

8. For fiscal years 2016 and 2017 (to date), please state the total number of employees receiving workers' compensation payments.

**Response: No employees received workers' compensation payments for FY 2016 or FY 2017 (to date).**

9. For fiscal years 2016 and 2017 (to date), please list, in chronological order, all intra-District transfers to or from the agency.

**Response:** Please see chart below for response to Question 9.

List of Memoranda				
Transferor	Transferee	Amount of MOU	Dates	Purpose of Reprogramming
<b>Fiscal Year 2016</b>				
Not-For-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$300,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
Office of State Superintendent of Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
Office of Administrative Hearings	Office of Labor Relations and Collective Bargaining	\$100,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
University of the District of Columbia	Office of Labor Relations and Collective Bargaining	\$30,000	10/1/2015-9/30/2016	Intra-District for labor relations related work.
<b>Fiscal Year 2017</b>				
Not-For-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$300,000	10/1/2016-9/30/2017	Intra-District for collective bargaining negotiations
Office of State Superintendent of Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2016-9/30/2017	Intra-District for collective bargaining negotiations
Office of Administrative Hearings	Office of Labor Relations and Collective Bargaining	\$100,000	10/1/2016-9/30/2017	Letter of Intent. MOU pending. Intra-District for collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2016-9/30/2017	Letter of Intent. MOU pending for collective bargaining negotiations
University of the District of Columbia	Office of Labor Relations and Collective Bargaining	\$30,000	10/1/2016-9/30/2017	Intra-District for labor relations related work

10. Please list, in chronological order, every reprogramming of funds into and out of the agency for fiscal years 2016 and 2017 (to date). Include a “bottom line” that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number, the date, the amount, and the rationale.

**Response:** Please see chart below for response to Question 10.

REPROGRAMMINGS				
Transferor	Transferee	Amount of MOU	Dates	Purpose of Reprogramming
Fiscal Year 2016				
BA0	AE0	(\$39,012)	3/14/2016	Surplus funds to allow OLRCB to represent Not-For-Profit-Hospital-Corporation (NFPHC) and the University of the District of Columbia (UDC) in labor relations and collective bargaining negotiations.
Fiscal Year 2017				
N/A				

11. For fiscal years 2016 and 2017 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure.

**Response: Please see chart below for response to Question 11.**

SPECIAL PURPOSE REVENUE FUNDS					
SPR used by OLR CB - Made available by the Office of the Secretary					
Fiscal Year	Revenue Source Name and Code	Source of Funding	Description of Program that Generates Funds	Amount Generated Annually	Expenditures/ Purpose
FY 2016	Special Purpose Revenue - O-Type, 0602	The Office of the Secretary, BAO	The Office of Notary Commissions and Authentications	\$39,012.44	Used for PS expenses associated with the MOU agreements between the OLR CB, UDC, and NFPHC
Fiscal Year	Revenue Source Name and Code	Source of Funding	Description of Program the Generates Funds	Amount Generated Annually	Expenditures/ Purpose
FY 2017	N/A				



12. Please list all memoranda of understanding (MOU) either entered into by your agency or in effect during fiscal years 2016 and 2017 (to date). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

**Response:** Please see chart below for response to Question 12.

List of Memoranda				
Transferor	Transferee	Amount of MOU	Dates	Purpose of Reprogramming
<b>Fiscal Year 2016</b>				
Not-For-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$300,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
Office of State Superintendent of Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
Office of Administrative Hearings	Office of Labor Relations and Collective Bargaining	\$100,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2015-9/30/2016	Intra-District for collective bargaining negotiations
University of the District of Columbia	Office of Labor Relations and Collective Bargaining	\$30,000	10/1/2015-9/30/2016	Intra-District for labor relations related
<b>Fiscal Year 2017</b>				
Not-For-Profit Hospital Corporation	Office of Labor Relations and Collective Bargaining	\$300,000	10/1/2016-9/30/2017	Intra-District for collective bargaining negotiations
Office of State Superintendent of Education	Office of Labor Relations and Collective Bargaining	\$225,000	10/1/2016-9/30/2017	Intra-District for collective bargaining negotiations
Office of Administrative Hearings	Office of Labor Relations and Collective Bargaining	\$100,000	10/1/2016-9/30/2017	Letter of Intent. MOU pending. Intra-District for collective bargaining negotiations
District of Columbia Public Library	Office of Labor Relations and Collective Bargaining	\$70,000	10/1/2016-9/30/2017	Letter of Intent. MOU pending for collective bargaining negotiations
University of the District of Columbia	Office of Labor Relations and Collective Bargaining	\$30,000	10/1/2016-9/30/2017	Intra-District for labor relations related work

13. D.C. Law requires the Mayor and the Chief Financial Officer to submit to the Council, simultaneously with a proposed budget submission, actual copies of all agency budget enhancements requests, including the "Form B" for all District agencies (See D.C. Code § 47-318.05a). In order to help the Committee understand agency needs, and the cost of those needs for your agency, please provide, as an attachment to your answers, all budget enhancement requests submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for fiscal years 2016 and 2017.

**Response: Form B budget enhancements submitted by Agencies to the Mayor are privileged and part of the deliberative process.**

14. Please list each grant or sub-grant received by your agency in fiscal years 2016 and 2017 (to date). List the date, amount, purpose of the grant or sub-grant received, and explain how the grant is allocated if it is a multi-year grant.

**Response: OLRCB did not receive any grants or sub-grants in FY 2016 or FY 2017 (to date).**

15. Please list all currently open capital projects for your agency as of the date of your response, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

**Response: There are no open capital projects for OLRCB.**

16. Please list all pending lawsuits that name your agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant liability in terms of money and/or change in practices. The Committee is not asking for your judgment as to the city's liability; rather, we are asking about the extent of the claim. For those claims identified, please include an explanation about the issues for each case.

**Response: There are no pending lawsuits that name OLRCB as a party. Accordingly, there are no lawsuits that expose OLRCB to any significant liability.**

17. (a) Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time in fiscal years 2016 or 2017 (to date).

**Response: No investigation, study, audit, or report on OLRCB or any employee of OLRCB was completed at any time in FY 2016 or FY 2017 (to date).**

(b) Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.



**Response:** There are no ongoing investigations, audits, or reports of OLRCB or any employee of OLRCB.

18. Please list, in chronological order, all employee grievances filed against your agency in fiscal years 2016 and 2017 (to date). Also, list any earlier grievance that is still pending in any judicial forum. For each, give a brief description of the matter as well as the current status.

**Response:** No employee grievances were filed against OLRCB in FY 2016 or 2017 (to date). Also, no earlier grievance is still pending in any judicial forum.

19. In table format, please list the following for fiscal years 2016 and 2017 (to date) regarding the agency’s use of SmartPay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); (3) total spent (by person and for the agency); and (4) a note briefly summarizing the largest expenditures.

**Response:** Please see chart below for response to Question 19.

Employee	Title/Position	Total Expense	Daily Purchase Limit
Fiscal Year 2016			
Mary Redfearn	Executive Assistant	\$21,695.93	\$5,000
Fiscal Year 2017			
Mary Redfearn	Executive Assistant	\$6964.61	N/A

20. (a) In table format, please provide the following information for fiscal years 2016 and 2017 (to date), regarding your agency's use of cellular phones and mobile devices: (1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual's use; and (3) justification for such use (per person). If the list is more than one page in length, you may provide it as an attachment.

**Response:** Please see chart below for response to Question 20.

Name	Position Title	Cellular Phone	I-Pad	Total Spent
<b>Fiscal Year 2016</b>				
Lionel Sims	Director	(\$65 per month) Oct 1, 2015-Sept 30, 2016	N/A	\$780.00
Dean Aqui	Supervisory Attorney Advisor	(\$65 per month) Oct 1, 2015-Sept 30, 2016	(\$34.99 per month) Oct. 1, 2015-Sept. 30, 2016	\$1199.88
Michael Levy	Supervisory Attorney Advisor	(\$65 per month) Oct 1, 2015-Sept 30, 2016	(\$34.99 per month) Oct. 1, 2015-Sept. 30, 2016	\$1199.88
Katherine Naylor	Attorney Advisor	(\$65 per month) Oct. 1, 2015-Sept 30, 2016	N/A	\$780.00
Repunzelle Bullock	Attorney Advisor	(\$65 per month) Oct. 1, 2015-Sept. 30, 2016	N/A	\$780.00
<b>Fiscal Year 2017</b>				
Lionel Sims	Director	(\$53.24 per month) Oct 1, 2016-Sept. 30, 2017	N/A	\$638.00
Dean Aqui	Supervisory Attorney Advisor	(\$53.24 per month) Oct 1, 2016-Sept. 30, 2017	(\$32.76 per month) Oct. 1, 2016-Sept. 30, 2017	\$1031.05
Michael Levy	Supervisory Attorney Advisor	(\$57.22 per month) Oct 1, 2016-Sept. 30, 2017	(\$32.76.99) Oct. 1, 2016-Feb. 1,2017	\$1079.77
Katherine Naylor	Attorney Advisor	(\$57.79 per month) Oct. 1, 2016-Sept. 30, 2017	N/A	\$693.45
Repunzelle Bullock	Attorney Advisor	(\$53.24 per month) Oct. 1, 2016-Sept. 30, 2017	N/A	\$638.88

(b) Please describe how your agency manages and limits its mobile, voice, and data costs, including cellular phones and mobile devices.

**Response:** The agency limits cellular phones to appropriate personnel as decided by management. Moreover, all plans are on a shared plan and only certain overages (e.g., roaming fees, downloading of ringtones, and etc.) would not be included. If such a

**situation occurs, the individual user would be notified of the overage and the user must reimburse the D.C. Treasurer for the same.**

21. (a) Does your agency have or use one or more government vehicle? If so, for fiscal years 2016 and 2017 (to date), please list any vehicle the agency owns. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

**Response: OLRCB does not have or use any government vehicle.**

(b) Please list all vehicle accidents involving your agency's vehicles for fiscal years 2015, 2016, and 2017 (to date). Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the justification for using such vehicle; (4) the name and title/position of the driver involved; and (5) whether there was a finding of fault and, if so, who was determined to be at fault.

**Response: Not Applicable**

22. D.C. Law requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or less than two years old (see D.C. Code § 2-402(a)(3)). Please itemize each charge-back to your agency for a settlement or judgment pursuant to D.C. Code § 2-402.

**Response: OLRCB did not have any settlements of this nature.**

23. (a) D.C. Law prohibits chauffeurs, take-home vehicles, and the use of SUVs (see D.C. Code §§ 50-203 and 50-204). Is your agency in compliance with this law? Please explain any exceptions.

**Response: OLRCB is in compliance with this law.**

(b) If there are exceptions, please provide the following: (1) type of vehicle (make, model, year); (2) individuals (name/position) authorized to have the vehicle; (3) jurisdictional residence of the individual (e.g., Bowie, MD); and (4) justification for the chauffer or take-home status.

**Response: Not Applicable**

24. In table format, please provide the following information for fiscal years 2016 and 2017 (to date) regarding your agency’s authorization of employee travel: (1) individuals (by name and title/position) authorized to travel outside the District; (2) total expense for each trip (per person, per trip, etc.); and (3) justification for the travel (per person and trip).

**Response:** Please see chart below for response to Question 24

Travel		
Name	Amount	Purpose of the Travel
Fiscal Year 2016		
N/A		
Fiscal Year 2017		
N/A		

25. Please provide and itemize, as of January 18, 2017, the current number of When Actually Employed (WAE), term, and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term, the date on which he or she first started with your agency, and the date on which his or her current term expires.

**Response:** OLRCB has no When Actually Employed (WAE), term, or contract personnel.

26. Please provide, as an attachment, a copy of your agency’s current annual performance plan as submitted to the Office of the City Administrator.

**Response:** Please see attachment 3 for response to Question 26.

27. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2016 and 2017.

**Priority 1: Reduce litigation costs.**

Like last year, OLRCB would like to reduce litigation costs and protect the public funds. Labor litigation costs negatively impact the District’s budget and in some cases, these costs can be avoided if (1) agencies review and comply with the collective bargaining agreements; and (2) seek OLRCB advice and counsel before making decisions that impact unionized employees. In a continued effort to further reduce litigation costs, OLRCB will enhance its case assessment procedures by notifying the City Administrator of cases that OLRCB believes should be settled (that may have significant costs associated with litigation) if an agency disagrees with OLRCB’s recommendation to settle. In such cases,

**the City Administrator will provide guidance to OLRCB to proceed with the hearing or settlement of the case.**

**Priority 2: Integrate raw data into the new data management system.**

**Last fiscal year, one of OLRCB's top five priorities was to implement a new data management system. OLRCB implemented the new data management system, better known as "Time Matters," a LexisNexis software product. OLRCB currently maintains hard copies of certifications issued by the Public Employee Relations Board, as most of these certifications were issued prior to OLRCB's implementation of "Time Matters." OLRCB plans to digitize all certifications into the centralized data management system. This will allow for better recordkeeping of permanent records and it will allow OLRCB to more quickly address questions regarding the bargaining unit status of employees at agencies, particularly those agencies that have been consolidated into a new agency or otherwise reorganized. OLRCB also plans to integrate existing new case data into the data management system that will allow OLRCB to track frequent issues that agencies face in labor litigation.**

**Priority 3: Develop training curriculum based upon litigation case data.**

**OLRCB has implemented a new data management system. Consistent with Priority numbered one, OLRCB seeks to integrate raw case data into that system for the purpose of tracking and generating reports on frequently litigated issues, the outcomes of litigated issues, and the agencies and unions that litigate alleged violations of the collective bargaining agreement and the D.C. Comprehensive Merit Personnel Act. Once such case data is integrated into the new data management system and reports are generated, OLRCB is better positioned to offer training to agencies that are tailored to their requests and their needs, as evidenced by case data.**

**Priority 4: Promote employee growth.**

**OLRCB staff consists of attorney and non-attorney professionals. As OLRCB is able to timely resolve disputes, more opportunities arise for OLRCB staff to perform other vital work that furthers labor-management relations. Many opportunities will likely arise for employees to develop new skills and training managers about newly-negotiated collective bargaining agreements. OLRCB would also like to develop its experienced attorneys' negotiating skills by giving them the opportunity to serve as the lead/chief negotiator in negotiating a collective bargaining agreement. An added benefit would be greater exposure of OLRCB attorneys to labor organization leadership, thus fostering stronger working relationships with labor leaders in a collaborative, non-litigious environment. Finally, D.C. Official Code § 1-608.57 requires all attorneys to "participate in an annual mandatory program of continuing legal education." OLRCB will promote attorneys' participating in relevant training, namely, in the areas of legal writing, administrative litigation, negotiations, and employment and labor law.**



**Priority 5: Develop stronger relations with labor leaders.**

**During my tenure as Director of the Office of Labor Relations and Collective Bargaining, I have concluded that labor leaders have been more amenable to resolve potential litigation if they have a more personal relationship with the Director and attorneys in this office. To that end, I will attempt to foster relationships with labor leaders outside of the office in an effort to develop a more collegial bond with labor leaders.**

28. Please describe every grant the agency is applying for, or is considering applying for, this fiscal year.

**Response: OLRCB is not applying for, or considering applying for, a grant this fiscal year.**

29. Please provide the name of each employee who was/is on administrative leave in fiscal years 2016 and 2017 (to date). In addition, for each employee identified, please provide: (1) their position; (2) a brief description of the reason they were placed on leave; (3) the dates they were on administrative leave; (4) whether the leave is paid or unpaid; and (5) their current status.

**Response: No employee was/is on administrative leave in FY 2016 or FY 2017 (to date).**

30. How many grievances have been filed by labor unions against the agency management? Please list each of them by year for fiscal years 2015, 2016, and 2017 to date, and by union, if the agency has more than one union. Give a brief description of each grievance, and the current status or outcome.

**Response: No grievances have been filed by labor unions against OLRCB for FY 2015, FY 2016, and FY 2017 (to date).**

31. Please provide a list of all procurements for goods and services for fiscal years 2016 and 2017 (to date). Give a brief explanation of each, including the name of the vendor, purpose of the contract, and the total dollar amount of the contract. Exclude from this answer credit card purchases.

**Response: Please see table below for response to Question 31.**

Vendor Name	Product	Purpose	Contract	Total Spent
<b>Fiscal Year 2016</b>				
SIRC	Time Matters Software	Legal Database	Purchased	\$8,500.00
SIRC	Time Matters Software Licenses	Individual Licenses (16)	Purchased	\$11,786.25
OCTO	Time Matters SQL	Database SQL Server	MOU	\$12,679.50



32. Please provide in table format a list (in descending order by value of contract) of all agency contracts in effect at any time during FY 2016. Include the name of the contractor, purpose of the contract, and the total dollar amount of the contract.

**Response: Please see table below for response to Question 32.**

Vender	Purpose	Contract	Total Spent
<b>Fiscal Year 2016</b>			
West Law	Legal Research	Oct. 1, 2015-Sept. 30, 2016	\$7,046.78
File & Serve Express	Electronic Filing	Oct. 1, 2015-Sept. 30, 2016	\$2,200.00

33. Please provide a table showing the agency’s approved (original) budget, revised budget (after reprogrammings, etc.), and actual spending, by activity code, for fiscal years 2016 and FY 2017 (to date). In addition, please explain any variance between fiscal year appropriations and actual expenditures for fiscal years 2016 and 2017 (to date).

**Response: Please see Attachment 4 for response to Question 33**

34. Please provide a list of each of the agency’s collective bargaining agreements (CBA), including the name of the union, the total number of employs covered by each CBA, a description of the employees’ duties covered by each CBA (e.g. “executive assistant” or “attorney”), the length of the CBA, and a timeline for renewing any CBA that has expired or will expire in FY 2017 or FY 2018.

**Response: Please see Attachment 5 for response to Question 34.**

35. Please describe any initiatives the agency implemented within fiscal years 2016 and 2017 (to date) to improve the internal operation of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

**Response: In fiscal year 2017, OLRCB worked with District agencies to identify employees who were improperly coded by the agencies and thus unable to have their voluntary dues deductions forms processed by OLRCB. As a result, more employees were able to become members of labor unions that represent District Government employees. Moreover, in FY 2016 OLRCB met with labor liaisons (management officials) and labor officials for outreach and training on processing dues deductions forms. As a result, the number of District Government employees who submitted voluntary dues deduction forms increased from 2,792 in Fiscal Year 2015 to 3,593 to Fiscal Year 2016.**

36. What efforts has the agency made in the past year to increase transparency? Explain.

**Response:** In the past year, OLRCB has timely posted all collective bargaining agreements, once approved in accordance with District law, to the Office of the City Administrator's website. This allows all affected unionized employees to easily and at all times view the collective bargaining agreement that governs their employment compensation and/or working conditions.

37. Please identify any legislative requirements (federal or local) that the agency lacks sufficient resources to fully implement.

**Response:** There are no legislative requirements (federal or local) that the agency lacks sufficient resources to fully implement.

38. If applicable, please explain the impact on the agency of any legislation passed at the federal level during fiscal years 2016 and 2017 (to date).

**Response:** Not applicable.

39. Please identify any statutory or regulatory impediments to the agency's operations.

**Response:** There are no statutory or regulatory impediments to OLRCB's operations.

40. Please list all regulations for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revisions.

**Response:** OLRCB is responsible for oversight and implementation of Mayor's Order 2001-168 (November 14, 2001) ("Reestablishment of the Office of Labor Relations and Collective Bargaining").

41. Did the agency receive any FOIA requests in FY 2016? If yes, did the agency file a report of FOIA disclosure activities with the Secretary of the District of Columbia? If yes, please provide a copy of the agency's report as an attachment.

**Response:** In FY 2016, OLRCB received one FOIA request in FY 2016, and OLRCB filed a report on FOIA disclosure activities with the Mayor's Office of Legal Counsel. In addition, OLRCB also continued responding to a FOIA request from the prior fiscal year from counsel on behalf of the Fraternal Order of Police/Metropolitan Police Department Labor Committee, (FOP/MPDLC). That request prompted the identification of a large volume of responsive documents by our then FOIA Officer (Andrew Gerst). The responsive documents were identified, reviewed for privilege and disclosed to FOP's counsel on a rolling basis. OLRCB sent a total of 7 sets of responsive documents to the

**FOP/MPDLC. The final disclosure of responsive documents was completed on or about January 4, 2016 and counsel for FOP/MPDLC has raised no further issues regarding the responses.**

42. Has the Inspector General issued any report on any aspect of the agency's activities within the last 3 years? If yes, please list (and also provide a copy of the report) and note what actions have been taken to address the recommendations made by the Inspector General.

**Response: The Inspector General has not issued any report on any aspect of OLRCB's activities within the last three (3) years.**

43. Please list in table format, and alphabetized by agency, every operative collective bargaining agreement the District government has entered into. Since bargaining units typically have two agreements (wages and working conditions), there will be two lines in the table, together, for those agencies. Include the following information: agency name, union ID, type of agreement (e.g., wages, or working conditions), terms of the agreement, (e.g., 1/1/13 – 1/1/16), approximate number of employees covered, current status of agreement and a column for any comments. For the several agreements covering multiple agencies, list those first in the table and identify the agencies covered.

**Response: Please see Attachment 5 for response to Question 43.**

44. Please list in table format, every collective bargaining agreement (same order as question #43) that has expired. Identify the agreement, the expiration date, and explain its current situation regarding that agreement or the negotiation of a new agreement.

**Response:**

Agency	Union	Expiration Date	Comment
FEMSD	Local 36, IAFF	9/30/14	In bargaining
DBH	Doctors' Council	9/30/16	In bargaining
DHS, DOH, DYRS, OCME	Doctors' Council	9/30/16	In bargaining
DBH	Interns/Residents	9/30/16	In bargaining
DCPS	WTU	9/30/12	DCPS negotiates
DBH	SEIU	9/30/16	In bargaining
DOES	AFGE Local 1000	9/30/98	In bargaining (Master)
DOH	AFGE 2978		In bargaining (Master)
OCME	NUHHCE/AFSCME	9/30/98	In bargaining (Master)
MPD	NAGE R 3-05	9/30/10	MPD Negotiates
DGS/PSPD	FOP	12/30/05	Under final review
OCME	AIWLO	9/30/10	In bargaining

DYRS	FOP	9/30/07	In bargaining
Various	AFGE Master	9/30/90	In bargaining
DFHV, DDOT, DMV, DCTC	AFGE 1975	9/30/10	Impasse
DCRA	AFGE 2725	9/30/07	In bargaining (Master)
DHCD	AFGE 2725	9/30/90	In bargaining (Master)

45. Please provide a brief explanatory paragraph of every agreement that is under negotiation but at impasse. Order these paragraphs as in question #43.

**Response:** The American Federation of Government Employees, Local 1975, and the District of Columbia Department of Public Works (DPW), Department of Motor Vehicles (DMV), Department of For-Hire Vehicles (DFHV), and District Department of Transportation (DDOT) are currently in impasse over a non-compensation collective bargaining agreement (CBA). The last negotiated CBA was effective through September 30, 2010. The existing CBA remains in full force and effect until execution and ratification of a new contract. Negotiations between the Parties began on or about August 11, 2015. Thereafter the Parties made diligent attempts between August 15, 2015, and October 31, 2016, to resolve the issue(s) in dispute. The Parties exchanged Last Best Offers (LBO) on October 18, 2016 (AFGE 1975) and October 31, 2016 (District Agencies), respectively. The following four (4) articles are the subject of the impasse: Article 2, Career Ladder Progression, Article 9, Grievance Procedure, Article 18, Emergency Operations, and Article 20, Uniforms. The Federal Mediation and Conciliation Services has been obtained to help the Parties facilitate a resolution.

46. Please provide a breakdown of OLRCB’s win/loss record for fiscal years 2016 and 2017 (to date). Your response should include the number of wins, losses, and mixed results for each fiscal year.

**Response:** Win/Loss record breakdown reflected in table below FY 16 & 17 (to date).

Number of cases	Wins	Losses	Mixed	Settled/withdrawn
36	10	5	7	15

47. Please provide a breakdown of the number of cases that ORLCB recommended for settlement in fiscal years 2016 and 2017 (to date) versus the number of cases that were actually settled in those fiscal years. For those cases that were not settled, please provide a brief explanation as to why the case was not settled despite ORLCB’s recommendation to settle.

**Response: Breakdown of number of cases recommended for settlement versus those actually settled (see below).**

<b>Number of cases recommended for settlement</b>	<b>16</b>
<b>Number of cases actually settled</b>	<b>15</b>

**OLRCB initially recommended the DCRA William C. Smith Termination case for settlement but, when satisfactory terms could not be reached, OLRCB decided in conjunction with the Agency to arbitrate the matter. The result was that the Grievant was ordered reinstated by the arbitrator with only nine months of back pay (instead of potentially four years) with the Agency having the right to terminate the Grievant if he failed a fitness for duty evaluation. At the Agency’s request, OLRCB filed an Arbitration Review Request (ARR) seeking to overturn the arbitrator’s Award. That ARR is still pending before the Public Employee Relations Board.**

48. In the agency’s responses to Performance Oversight questions in 2016, you identified increasing the speed at which arbitration hearings are scheduled and conducted as your first priority and promised that OLRCB would address 12 dormant cases in FY 2016. How has the speed of arbitration hearings changed in the last three fiscal years and how many dormant cases were closed in FY 2016?

**Response: In FY 2016, OLRCB closed 16 dormant cases, which consisted of nine (9) Public Employee Relations Board (PERB) cases and seven (7) arbitration cases. The speed of dormant/inactive cases has changed (i.e., moved through the system, closed, or otherwise administratively dismissed) for the last three fiscal years as follow:**

- FY 14 – 13 total (8 PERB cases/5 arbitrations)**
- FY 15 – 11 total (8 PERB cases/3 arbitrations)**
- FY 16 – 16 total (9 PERB cases/7 arbitrations)**

**OLRCB has continued to proactively identify and monitor cases to ensure that they are moved effectively through the litigation process. In continuing to identify the best cases to focus on for expediting and/or seeking to dismiss or urging the unions to withdraw, OLRCB will continue (1) assigning new cases to attorneys within a week of a PERB initial filing or written demand for grievance arbitration; (2) requesting agencies to immediately produce case-related materials for case assessment; and (3) holding internal meetings in which an assigned attorney discusses the merits of a case to the entire OLRCB attorney staff for office-wide discussion and assessment of the case.**



49. In the agency's responses to Performance Oversight questions in 2016, you identified implementing new data management systems for tracking cases, arbitrations, and negotiations for OLRCB as your second major priority. Has a new system been adopted? If so, what types of reports can it automatically generate and how has it affected management of agency resources? If not, why not and what is the revised timeline?

**Response: OLRCB adopted a new data management system for tracking cases, arbitrations, and negotiations. It can generate reports on case statuses, contacts, and calendar activity.**

50. In the agency's responses to Performance Oversight questions in 2016, you identified increasing training to District agencies as your third major priority and committed to recording and posting online trainings videos on how agencies should process union dues, effective workplace discipline, and the interpretation of collective bargaining agreements, among other topics. Have these training videos been posted online? If so, please provide a link? If not, why not and when will they be posted?

**Response: OLRCB focused heavily on increasing its training to District agencies, consistent with its third major priority for FY 2016. OLRCB held its quarterly "Labor Liaison Forum" on October 15, 2015, January 20, 2016, March 31, 2016, and July 20, 2016. These forums are attended by District Government employees who are designated management officials in labor-relations matters. In addition, OLRCB conducted training on progressive discipline for the Department of Disability Services (DDS) on January 28, 2016, at which 34 DDS management employees attended. OLRCB conducted a training entitled "Negotiations under DC Law" for the Fire and Emergency Medical Services Department (FEMS) on February 24, 2014 at which 19 FEMS management officials attended. OLRCB held its "Managing in a Unionized Environment and Contract Implementation" training for the Department of Health Care Finance (DHCF) on February 25, 2016, at which 19 DHCF employees attended. On March 3, 2016, OLRCB conducted a training entitled Managing in a Unionized Environment and Contract Implementation" for the Office of Contracting and Procurement (OCP); 42 OCP management employees attended the training. On March 31, 2016, OLRCB conducted two trainings entitled "Managing in a Unionized Environment" for the Department of Behavioral Health (DBH) in which 38 DBH employees participated. On April 27, 2016, OLRCB held another training session for FEMS regarding contract negotiations; 14 employees attended that session. On April 28, 2016, OLRCB conducted a training session on implementation of the Office of Unified Communications (OUC) collective bargaining agreement with the National Association of Government Employees, Local R3-07. Seventeen OUC employees attended that session. OLRCB held a training session entitled "Managing in a Unionized Environment and Contract Implementation" for management employees at the Homeland Security and Emergency Management Agency (HSEMA) in which 18 HSEMA employees participated. Finally, OLRCB held its "Mandatory Best Practices Labor Relations Training/AFSCME Contract Training" for DHCF on June 15, 2016, and six DHCF management employees attended that training.**



**Of the five planned trainings to be videotaped, three have been taped (1) General Labor Relations & Discipline, (2) Dues Processing & (3) Negotiations). They have not been posted. The other two have not been videotaped yet ((4) Managing in a Unionized Environment & (5) How to Put Together a Proper Grievance Package).**

**During the taping of these trainings, a majority of management officials discussed matters under litigation that involved specific labor issues. Most, if not all of the discussions, would be considered deliberative and subject to attorney-client privilege. As such, that information is not appropriate for release. In an effort to ensure appropriate information is released, OLRCB has consistently provided the PowerPoint Presentation.**

51. In the agency's responses to Performance Oversight questions in 2016, you identified reducing labor litigation costs as your fourth major priority.

(a) Please provide any metrics you track that would capture changes in the frequency with which agencies seek advice from OLRCB before making decisions that impact union employees.

**Response: OLRCB consistently provides advice to the various agencies it serves, primarily those under the Mayor's personnel authority on a wide range of labor relations and collective bargaining topics. The agencies then choose whether to act or not act on that advice. OLRCB doesn't necessarily track the advice it gives or the actions taken (or not taken) by and agency in acting upon that advice.**

(b) Please provide the number of instances when OLRCB notified the City Administrator that OLRCB believed a case should be settled even though an agency disagreed with OLRCB's recommendation to settle and in how many of those instances a settlement was reached.

**Response: During FY 16, there were no cases in which OLRCB notified the City Administrator that OLRCB recommended settlement of a case even though an Agency disagreed with OLRCB's recommendation. The one case where OLRCB recommended settlement where the Agency disagreed was litigated (See DCRA William C. Smith case referenced at Question 47 above) and is now pending a ruling from the PERB on an Arbitration Review Request.**

52. In the agency's responses to Performance Oversight questions in 2016, you identified amending the current law regarding the authority of the Public Employee Relations Board to overturn arbitrator awards as your fifth major priority "to make clear that arbitration awards that are inconsistent with District law or court precedent must be set aside" and committed to draft legislation to make appropriate amendments to District law to effect this change. Has such legislation been drafted? When will it be shared with the Committee or introduced?

**Response:** OLR CB identified amending the current law regarding the authority of the Public Employee Relations Board to overturn arbitrator awards as its fifth major priority. D.C. Official Code § 1-605.02(6) provides, in pertinent part, that the Public Employee Relations Board (PERB) shall have the power to “[c]onsider appeals from arbitration awards pursuant to a grievance procedure; provided, however, that such awards may be modified or set aside or remanded, in whole or in part, only if the arbitrator was without, or exceeded, his or her jurisdiction; the award on its face is contrary to law and public policy; or was procured by fraud, collusion, or other similar and unlawful means.” The foregoing statutory provision is markedly different from the D.C. Revised Uniform Arbitration Act (D.C. Official Code § 16-4401 et seq.), which requires a court to vacate an arbitration award if

- (1) The award was procured by corruption, fraud, or other undue means;
- (2) There was:
  - (A) Evident partiality by an arbitrator appointed as a neutral arbitrator;
  - (B) Corruption by an arbitrator; or
  - (C) Misconduct by an arbitrator prejudicing the rights of a party to the arbitration proceeding;
- (3) An arbitrator refused to postpone the hearing upon showing of sufficient cause for postponement, refused to consider evidence material to the controversy, or otherwise conducted the hearing contrary to § 16-4415, so as to prejudice substantially the rights of a party to the arbitration proceeding;
- (4) An arbitrator exceeded the arbitrator's powers;
- (5) There was no agreement to arbitrate; or
- (6) The arbitration was conducted without proper notice of the initiation of an arbitration as required in § 16-4409 so as to prejudice substantially the rights of a party to the arbitration proceeding. *See* D.C. Official Code § 16-4423(a).

It also allows a court to vacate an arbitration award “on other reasonable ground.” *See* D.C. Official Code § 16-4423(b).

Council made clear its intent to distinguish the grounds by which the PERB may vacate a grievance arbitration award and the grounds by which the court shall/may vacate arbitration awards generally. Specifically, D.C. Official Code § 1-605.02(6), which clearly limits the PERB’s exclusive review of grievance arbitration awards on three specific grounds, expressly provides that its provisions “shall be the exclusive method for reviewing the decision of an arbitrator concerning a matter properly subject to the jurisdiction of the Board, notwithstanding any provisions of Chapter 44 of Title 16.” (Emphasis added). Thus, OLR CB reasoned that Council considered and rejected an expansion of the grounds by which the PERB should review or vacate a grievance arbitration award.

**Moreover, OLRCB concluded that the grounds by which the PERB may set aside a grievance arbitration award are substantially similar to the grounds by which a federal court may vacate an arbitration award. Namely, a federal court may vacate an arbitration award:**

- (1) Where the award was procured by corruption, fraud, or undue means;**
- (2) Where there was evident partiality or corruption in the arbitrators, or either of them;**
- (3) Where the arbitrators were guilty of misconduct in refusing to postpone the hearing, upon sufficient cause shown, or in refusing to hear evidence pertinent and material to the controversy; or of any other misbehavior by which the rights of any party have been prejudiced; or**
- (4) Where the arbitrators exceeded their powers, or so imperfectly executed them that a mutual, final, and definite award upon the subject matter submitted was not made.**

**9 U.S.C.A. § 10.**

**For the foregoing reasons, OLRCB decided not to draft legislation to make amendments to District law.**

Lionel Sims, Jr., Director

Thank you for your attention to this matter.

Sincerely,

Lionel C. Sims, Jr. Esq.



Director

Office of Labor Relations and Collective Bargaining

441 4<sup>th</sup> St. NW Suite 820 North

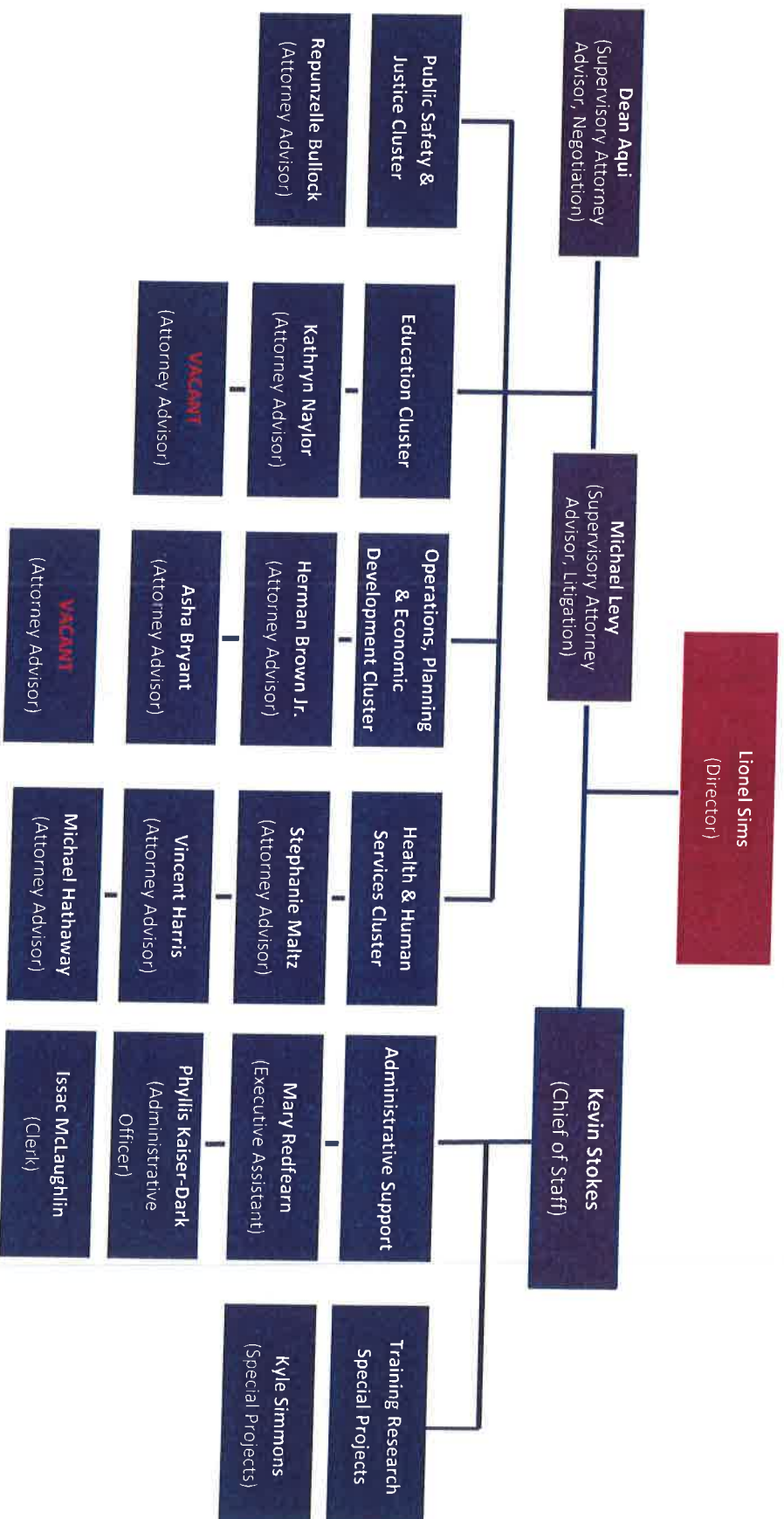
Washington, D.C. 20001

(202) 724-4953

# ATTACHMENT

**1**

# Office of Labor Relations & Collective Bargaining (OLRCB)



As of 2.1.2017



# ATTACHMENT

2

**OLRCB - Schedule A as of January 10, 2017**

		Title	Vac Stat	Salary	Fringe Benefits	Program
1	Kathryn Naylor	ATTORNEY ADVISOR	F	\$ 138,335.00	\$ 26,145.32	3000/Labor Relations and Collective Bargaining
2	Phyllis Kaiser-Dark	ADMIN OFFICER	F	\$ 89,992.00	\$ 17,008.49	3000/Labor Relations and Collective Bargaining
3	Asha Bryant	ATTORNEY ADVISOR	F	\$ 101,241.00	\$ 19,134.55	3000/Labor Relations and Collective Bargaining
5	Vincent Harris	ATTORNEY ADVISOR	F	\$ 87,796.00	\$ 16,593.44	3000/Labor Relations and Collective Bargaining
6	Lionel C. Sims, Jr.	Director, LRCB	F	\$ 166,030.85	\$ 31,379.83	3000/Labor Relations and Collective Bargaining
7	Stephanie Maltz	ATTORNEY ADVISOR	F	\$ 90,458.00	\$ 17,096.56	3000/Labor Relations and Collective Bargaining
8	Mary Redfearn	EXECUTIVE ASST	F	\$ 81,260.00	\$ 15,358.14	3000/Labor Relations and Collective Bargaining
9	Vacant	ATTORNEY ADVISOR	V	\$ 79,810.00	\$ 15,084.09	3000/Labor Relations and Collective Bargaining
10	Kyle Simmons	Special Assistant	F	\$ 79,077.00	\$ 14,945.55	3000/Labor Relations and Collective Bargaining
11	Issac McLaughlin	Clerk	F	\$ 33,417.00	\$ 6,315.81	3000/Labor Relations and Collective Bargaining
12	Vacant	ATTORNEY ADVISOR	V	\$ 79,810.00	\$ 15,084.09	3000/Labor Relations and Collective Bargaining
13	Kevin Stokes	Chief of Staff	F	\$ 109,695.00	\$ 20,732.36	3000/Labor Relations and Collective Bargaining
14	Herman Brown	Attorney Advisor	F	\$ 98,444.00	\$ 18,605.92	3000/Labor Relations and Collective Bargaining
15	Jitaln Modi	PROGRAM ANALYST (part-time)	F	\$ 31,166.50	\$ 5,890.47	3000/Labor Relations and Collective Bargaining
16	Repunzelle Bullock	ATTORNEY ADVISOR	F	\$ 142,075.00	\$ 26,852.18	3000/Labor Relations and Collective Bargaining
17	Dean Aquil	SUPERVISORY ATTORNEY ADVISOR	F	\$ 150,731.13	\$ 28,488.18	3000/Labor Relations and Collective Bargaining
18	Charles Hathaway	ATTORNEY ADVISOR	F	\$ 94,915.00	\$ 17,938.94	3000/Labor Relations and Collective Bargaining
19	Michael Levy	SUPERVISORY ATTORNEY ADVISOR	F	\$ 140,873.22	\$ 26,625.04	3000/Labor Relations and Collective Bargaining
		<b>TOTAL</b>		<b>\$ 1,795,126.70</b>	<b>\$ 339,278.95</b>	

**ATTACHMENT**

**3**



Office of the City Administrator (OCA)  
FY2016 Performance Accountability Report (PAR)

## **Introduction**

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

## **Mission**

The mission of the Office of the City Administrator (OCA) is to facilitate the effective and efficient implementation of the Mayor's policies by providing leadership, support, and oversight of District government agencies.

## **Summary of Services**

Provides oversight and support to the Deputy Mayors and increases government effectiveness with cross-agency and targeted improvement initiatives, including the integration of strategic policy priorities, budgetary constraints, and operational directives. The City Administrator manages the city's Performance Management activity and organizes multi-agency accountability sessions with the Mayor. OCA also includes the Office of Labor Relations and Collective Bargaining (OLRCB), which represents the District of Columbia as the principal management advocate during labor negotiations and in administering the District's Labor Relations activities.

## Overview – Agency Performance

The following section provides a summary of OCA performance in FY 2016 by listing OCA's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>Establish an executive leadership performance evaluation program. Working with DCHR, the OCA will implement a new executive leadership performance evaluation program that will link agency performance (using the annual agency performance plans process) and progress towards the Mayor's priorities (using the new District Priority Goal workplans) into an accountability tool of performance evaluations.</p> <p>Launch OpenGov data portal. OBF has been working with OpenGov on a transparency tool for the budget since the beginning of the Bowser administration. This tool is designed to provide residents with more detailed and useful online access to the District's annual budget. This will include data that can be manipulated by the resident to focus their efforts on areas of the government that most interest them. Currently residents can only get access to budget information from the CFO published budget books or the online book version and this leaves much to be desired.</p>	<p>The executive leadership performance evaluation helps OCA work with DC government leaders and focus on those most important priorities that should be accomplished in the coming year.</p> <p>OCA also now has access to an online tool that lets OCA staff explore the DC budget in a more user-friendly way.</p>	<p>The executive leadership performance evaluation within DC government that helps us hold our DC government leaders to meeting the goals and objectives set out each year to improve services and programs at each agency. This in turn helps residents through an improvement of programs and services in key areas.</p> <p>Residents can have an easy to explore, online tool, that helps them explore the DC budget and visualize how their taxpayer dollars are allocated.</p>

Development of applied research capacity. In FY 2016, OCA hired three applied research analysts as well as a Director for The Lab at DC. These hires built capacity for assisting agencies in developing business process and/or service improvement efforts and to use evidence and insights from the social and behavioral sciences fields to evaluate and inform solutions. Examples include paid family leave research, a randomized, control trial of the District's body-worn camera program, 311 services improvements and improvement in public space rental in DC.

The applied research capacity allows OCA to take on major, cross-agency projects and provide capacity service improvements and/or the use evidence and insights from the social and behavioral sciences fields to evaluate and inform solutions. This work results in data-driven efforts to improve the services residents receive.

The applied research capacity allows OCA to provide additional support to agencies to tackle important priorities for the Mayor and City Administrator.

In FY 2016, OCA had 11 Key Performance Indicators. Of those, 2 were neutral. Of the remaining measures, 55% (6 KPIs) were met, 0% (0 KPIs) were nearly met, and 27% (3 KPIs) were unmet. In FY 2016, OCA had 23 Initiatives. Of those, 70% (16) were completed and 13% (3) were nearly completed, and 17% (4) were not completed. The next sections provide greater detail on the specific metrics and initiatives for OCA in FY 2016.



## FY16 Objectives

Division	Objective
Agency Management	Facilitate the effective and efficient implementation of the Mayor's vision and priorities by providing leadership, support, coordination, and oversight of District agencies.
City Administrator	Assist in continuous quality improvement efforts, help coordinate multi-agency and cross-cluster projects, implement District-wide operational initiatives, and provide agencies with operational guidance throughout the year.
City Administrator	Provide support and guidance to agencies in the government operations cluster.
City Administrator	Establish a robust performance management program across the District government.
City Administrator	Implement innovative service delivery methods and create a culture of innovation across the District government.
City Administrator	Leverage public-private partnerships to revitalize and expand the Districts infrastructure.
City Administrator	Ensure budget allocations reflect Mayor and resident priorities.
Office of Labor Relations and Collective Bargaining	Effectively administer the labor relations program by engaging in good faith with duly elected and authorized employee labor representatives.

# FY16 KPIs

Objective: Effectively administer the labor relations program by engaging in good faith with duly elected and authorized employee labor representatives.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Total number of training sessions provided to labor liaisons, managers, supervisors and management officials	120	A					549	Met	
Percent of compensation collective bargaining agreements currently under negotiation	98	A					83	Met	
Percent of collective bargaining agreements in impasse	5	A					4.3	Met	
Percent of cases successfully litigated before the Public Employee Relations Board	50	A					55	Met	
Percent of non-compensation collective bargaining agreements currently under negotiation	10	A					43	Neutral Measure	
Percent of cases successfully mediated before third party neutrals	50	A					58	Neutral Measure	

Objective: Establish a robust performance management program across the District government.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of District agencies completing a fiscal year performance plan	95	A					100	Met	Three trainings were offered to agencies in FY 2016. Some agencies did not participate but OPM was available to assist any agency throughout the year as questions or need for assistance arose.
Percent of District agencies participating in the performance management program completed training	95	A					71.6	Unmet	

Percentage of fiscal year key performance indicators either fully or partially achieved	90	A	74.7	Unmet	Agencies were unable to meet individual KPI's for a variety of reasons. While FY 16 was an improvement over FY 15, OCA will continue to work with agencies in FY 17 to improve the number of agencies meeting KPI's each year.
Percentage of fiscal year agency initiatives either fully or partially achieved	95	A	84.2	Unmet	Agencies were unable to complete or partially complete initiatives for a variety of reasons. OCA will continue to work with agencies in FY 17 to improve the share of agencies able to complete their initiatives.

Objective: Facilitate the effective and efficient implementation of the Mayor's vision and priorities by providing leadership, support, coordination, and oversight of District agencies.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of annual multiagency and cross cluster projects coordinated by OCA	20	A					26	Met	

## FY16 Initiatives

### **Title:** Establish an executive leadership performance evaluation program.

**Description:** Working with DCHR, the OCA will implement a new executive leadership performance evaluation program that will link agency performance (using the annual agency performance plans process) and progress towards the Mayor's priorities (using the new District Priority Goal workplans) into an accountability tool of performance evaluations.

**Complete to Date:** Complete

**Status Update:** Deputy Mayors and Agency Directors have completed initial FY 16 self-assessments based on priorities, initiatives, and agency performance plans. Final rating have been given to Deputy Mayors and Agency Directors

### **Title:** Introduce newly developed core values to the District's workforce.

**Description:** Working with EOM and Deputy Mayors, core values were developed to help shape the workplace environment and define District standards for its employees. The values are: Stewardship, Transparency, Accountability and Respect. OCA will work with DCHR to fully roll out these core values to employees through a variety of methods, including messaging, training, and ties to employee performance plans.

**Complete to Date:** 0-24%

**Status Update:** In FY16 OCA determined to support and focus on alternative DCHR initiatives that span the District, such as an emphasis on employee performance evaluations and executive leadership performance evaluation program

**If Incomplete, Explanation:** Focus was shifted to alternative DCHR initiatives that are important to the District.

### **Title:** Improve transparency of operations both internally and externally.

**Description:** Externally, the OCA is working with OCTO's Office of Technology Innovation to enhance the amount of data and information that is available to the public on-line. Internally, the OCA will develop an intranet site to be used as a one-stop resource for all due dates, memos, etc. that are communicated from the OCA. Traditionally this has been done exclusively through e-mail.

**Complete to Date:** 50-74%

**Status Update:** In FY16, OCA published five videos of CapSTATs on the following topics: 311 process improvements, robberies, snow removal, grounds maintenance, and plans to continue releasing videos as they become available. In addition, OCA launched OpenBudgetDC, an online tool, that shows the District's budget in detail, including expenditures. Through this tool, users can view budget and expenditures for agencies, programs and activities, and individual line items

**If Incomplete, Explanation:** OCA will continue to work with OCTO in FY 17 to find additional ways to improve the availability of data to the public. In addition, OCA will revisit the intranet site to see if it is still viable to create.

### **Title:** Enhance and streamline the internal process for legislative, regulatory, and other executive approvals.

**Description:** The executive branch currently uses a cumbersome and outdated process for receiving the necessary approvals for items requiring executive approval, such as legislation, rulemakings, and certain contracts. By documenting and updating this process, there will be improved process flows for these important items, increased visibility into where items are in the approval process, and enhanced information to help District leadership with decision making.

**Complete to Date:** 50-74%

**Status Update:** OCA, in coordination with OPLA, worked with OCTO to design and develop a new, web-based system for receiving the necessary approvals for items requiring executive sign off. The new application, MARS, or Mayoral Approval Request System, auto-generates workflows and provides users increased



visibility into the process. The application is currently ready to pilot with select agencies for contracts. Once launched, MARS will provide District Government with a more efficient and user-friendly tool for processing items requiring executive approval  
**If Incomplete, Explanation:** This initiative was not completed in FY16 due to application buildout complications, the technical buildout was more complex than originally anticipated, and shifting OCA and OPLA project prioritization.

**Title: Use the CapStat framework to continue to drive agency performance and quality improvement.**

**Description:** At least two CapStat meetings will be held monthly that will drive operational improvement and/or a change in policy direction towards to the Mayor's priorities.

**Complete to Date:** 75-99%

**Status Update:** OPM held nine CapSTAT's in FY 2016 on a variety of topics: Snow Preparedness, Robberies, Reasonable Accommodations, 311 Improvements (twice), 911 Response, Grounds Maintenance, Sexual Assaults, and Non-Pschoactive Substances. CapSTAT's take a quick, deep-dive, using data and bring together stakeholders to address issues. Each CapSTAT produces a set of follow up action items to make improvements in identified problem areas

**If Incomplete, Explanation:** Scheduling challenges and complexity of topics that required more research prevent OPM from holding two CapSTATs per month. In addition, OPM is focused on hosting CapSTATs that produce action items that help address issues rather than just frequency in FY 17.

**Title: Assist in the continued implementation of the Procurement Accountability Review Board (PARB) and increase oversight of contracting by agencies outside of the CPO's authority.**

**Description:** The OCA is working with OCP to ensure that the quarterly PARB meetings are driving better contracting performance and meeting the expectations of the Mayor. The OCA will continue to play a large role in ensuring that the contracts of agencies outside of the CPO's authority are appropriately reviewed and referred to the PARB.

**Complete to Date:** Complete

**Status Update:** The OCA collaborated with OCP on the development of the PARB focus during FY16 to ensure the PARB provides an effective platform to increase the transparency and efficiency of the District's procurement system. In addition, OCA and OCP began tracking key data points that measure the District's overall procurement efficiency

**Title: Provide analytical support to determine areas where agencies are having challenges with hiring and/or employee absenteeism.**

**Description:** The OCA is working with DCHR to review challenges that agencies are reporting in either hiring/retaining key employees or ensuring employees are reporting to work on time and when required. Initiatives include refining business processes, collecting/tracking data to determine impact, and additional training for managers.

**Complete to Date:** Complete

**Status Update:** In support of this initiative, DCHR undertook tracking and collection of District-wide data relating to employee separations and numerous data points relating to employee absenteeism. DCHR successfully refined associated business processes with the Office of the Chief Financial Officer in order to gain more accurate data. Tracking and monitoring these statistics continues on an ongoing basis

**Title: Assist with the Comprehensive Government Space Management Initiative.**

**Description:** Working with DGS, the OCA (through the teams of: Government Operations; Office of Budget and Finance; and the new Public-Private Partnership office), will be coordinating and prioritizing areas of opportunity for the District's space needs both in the short- and long-term.

**Complete to Date:** Complete

**Status Update:** In FY16, DGS completed a Comprehensive Space Management Study, and made preliminary recommendations for areas of opportunity to the OCA. In addition, as the Office of Public-Private Partnerships was established in FY16, OCA and DGS continue to develop areas of opportunity in consort with that office

**Title: Establish District Priority Goals.**

**Description:** In FY 2016, the OCA will work with Deputy Mayors, and Agencies to create a set of District Priority Goals (DPGs.) DPGs are long-term, cross-cutting goals that require collaboration and coordination across District government to create: good government, a strong economy for all, a healthy community, a world class education system, a safe community, and sustainable neighborhoods. The DPGs - set to be released in early 2016 - will be linked to the District's annual budget and performance planning process to ensure our resources and energy are prioritized to actions that will move the needle on our priority goals. The DPGs are combined with strategies and measures that will be frequently reviewed to measure progress and are adaptable as needed. The OCA will work with the Chief Innovation Officer to develop a website to communicate the DPG's to the public.

**Complete to Date:** Complete

**Status Update:** OCA has worked with the Executive Team to develop 25 long-term, cross-cutting goals that require collaboration and coordination across District government to create: good government, a strong economy for all, a healthy community, a world class education system, a safe community, and sustainable neighborhoods. The Executive Team used these goals and strategies to help with the development of FY 2017 strategic initiatives by looking for gaps in areas where there was not sufficient focus on a particular priority goal area

**Title: Revise the annual performance planning process.**

**Description:** In FY 2016, OCA will revise the annual agency performance planning process to more clearly communicate all of the important work each agency plans to do over the coming year, how each agency will work to improve its performance, what steps the agency is taking to improve its internal operations and delivery of programs and services, and how an agencies performance plan aligns to the District Priority Goals. In addition, OCA will improve the flexibility of the performance plan structure to help all agencies more clearly communicate what they plan to achieve and help the Mayor and City Administrator track their performance throughout the year. Lastly, OCA will initiate a process whereby progress on annual performance plans is reviewed quarterly with each agency and the agency's Deputy Mayor. Progress reports will be shared with the Mayor and City Administrator throughout the year.

**Complete to Date:** Complete

**Status Update:** OPM has revised the process for FY 2017 so that the annual performance plans more clearly and accurately capture how each agency will work to improve its performance, internal operations and delivery of programs and services. In addition, OPM launched the Quarterly Cluster reviews whereby agencies met each quarter with the City Administrator to assess progress and discuss roadblocks towards meeting their annual performance goals. Clusters met in quarters 2, 3 and 4 with the City Administrator and will continue this process in FY 2017

**Title: Improve the use of data and measurement throughout the District.**

**Description:** In FY 2016, the OCA will work with agencies to improve the quality and use of data that informs agency decisions and improvements. Using the constantly updated Mayor's Dashboard and other existing dashboards as examples, the OCA will work with various agencies to create and improve their own dashboards including inventorying and standardizing data assets. Working with OCTO, the OCA will improve data sharing from District-wide data systems as well as the quality of individual agency data systems. Furthermore, the OCA will work with individuals at agencies to improve data skills, promote quality data practices, and capitalize on current data skill sets.

**Complete to Date:** Complete

**Status Update:** In FY 2016, OCA worked with several agencies on improving data quality through CapSTATs, like 911, 311, and EMS reforms, and the



Mayor's Dashboard. OCA also helped contribute toward the development of OCTO's data policy which will have a significant impact on the quality and availability of data district-wide

**Title: Develop applied research capacity.**

**Description:** In FY 2016, OCA will develop applied research capacity within the Office of Performance Management (OPM) to help improve the efficiency and effectiveness of District government programs and services. That team both carries out projects and, when necessary to expand the expertise or bandwidth of the team, they coordinate with other research entities to bring in talent and research expertise. The applied research arm of OPM will build capacity in OCA to improve program operations and service delivery by assisting agencies in developing business process and/or service improvement efforts. In addition, OPM will build capacity in OCA to be able to use evidence and insights from the social and behavioral sciences fields to evaluate and inform solutions.

**Complete to Date:** Complete

**Status Update:** In FY 2016, OCA hired three applied research analysts as well as a Director for The Lab at DC. These hires built capacity for assisting agencies in developing business process and/or service improvement efforts and to use evidence and insights from the social and behavioral sciences fields to evaluate and inform solutions. Examples include paid family leave research, a randomized, controlled trial of the District's body-worn camera program, 311 services improvements and improvement in public space rental in DC

**Title: Establish the Office of Public-Private Partnerships.**

**Description:** Early in FY 2016, the District of Columbia Office of Public-Private Partnerships was launched with the appointment of a Director and Deputy Director. The new DC OP3 staff will promote the Office and P3s in the District through participation in industry events, conferences, publication and engaging key stakeholders. The primary function of the DC OP3 will be to identify and deliver those projects that can be undertaken as public-private partnerships with the goal of delivering critical infrastructure with the best value-for-money for the residents of the District.

**Complete to Date:** Complete

**Status Update:** OCA has established the Public-Private Partnerships Office and in FY 2016 the team worked to establish rules governing the P3 office, develop a pipeline of potential projects, and begin to explore potential P3 projects for the District

**Title: Develop and Implement Guidelines for the DC OP3.**

**Description:** The DC OP3 will develop draft Guidelines and Procedures for the District's public-private partnerships program. These guidelines will be the road-map for the creation of the P3 Project Pipeline, project solicitation, the management of unsolicited proposals and for the long-term relationship between the DC OP3 and other District government agencies. The Guidelines and Procedures for the DC OP3, which will prioritize transparency, fair competition, efficiency, and delivering the best possible value-for-money on critical infrastructure needs, will not be implemented until approved by the Council.

**Complete to Date:** 75-99%

**Status Update:** The OP3 Rules and Guidelines were approved by the District Council in October 2016. With that approval the OP3 entered full operations

**If Incomplete, Explanation:** The guidelines were approved by Council just after the start of FY 17. This initiative is complete now.

**Title: Develop and Publish a P3 Project Pipeline.**

**Description:** The DC OP3, through a robust project identification, screening and prioritization process, will create a P3 Project Pipeline. This pipeline will represent the projects that the DC OP3, in coordination with other District government agencies, intends to procure under the solicited proposal process. This pipeline will be published on the DC OP3 website for the review of the residents to the District and industry alike in an effort to promote effective feedback and improve solicitation process and overall quality of P3 projects in the District.

**Complete to Date:** 75-99%

**Status Update:** Soon after the approval of the OP3 Rules and Guidelines the office posted its first ever Pipeline of Projects in October 2016. This pipeline, available at [www.op3.dc.gov](http://www.op3.dc.gov) lists the top 12 projects the office feels are most likely to be delivered as public-private partnerships  
**If Incomplete, Explanation:** The pipeline was published just after the start of FY 17, after the rules were approved. This initiative is complete now.

**Title:** Establish a priority-driven budget process.

**Description:** For the FY 2017 budget, OCA will develop and implement a priority driven-budget process that: funds important priorities first, links District and agency priorities and prioritizes limited resources, critically scrutinizes the baseline budget, and evaluates spending across agencies and clusters. In addition, agency FY 17 budget review meetings will include a review of an agency's draft performance plan to better understand how changes in resources may impact performance and include members from the OCA performance analysts and program analysts to provide a more complete discussion of the link between resources, performance, and program development.

**Complete to Date:** Complete

**Status Update:** OBF has turned the budget process on its head. We no longer use the Current Service Funding Level as the starting point for all budget decisions but it is instead a data point used as a piece of the larger puzzle. The budget is now driven by those initiatives and priorities which the Mayor has identified as critical. This means that we fund those items first and that agencies need to focus their efforts on creating efficiencies to ensure that the Mayor's priorities are effectuated and DC's budget is balanced

**Title:** Improve community input to the budget through budget engagement forums

**Description:** In FY 2016, OCA will hold three budget engagement forums to hear directly from residents about what they want to see in the FY 2017 Proposed Budget.

**Complete to Date:** Complete

**Status Update:** EOM and OBF have worked together during each budget season to hold at least 3 budget engagement forums. These center around getting input from members of the public on their budget priorities. This has typically been effectuated through a two-step budget balancing exercise; 1) residents are asked to prioritize the spending of \$100 amongst all the government clusters and 2) they are then asked to do the same exercise amongst a table of people who were placed together based on their interest in dissimilar areas of the government

**Title:** Launch OpenGov data portal

**Description:** In FY 2016 OCA will launch a first of its kind public financial data portal known as OpenGov DC. This portal will allow DC government employees, policymakers and the public to analyze and dissect citywide financial data. This system will allow DC government employees and decision makers' unprecedented access to OCFO financial information in a form that can be easily manipulated to the user's needs. Additionally, a version of this powerful software will be released for public consumption allowing District residents access to financial data and reports which were previously unavailable or impossible to digest. This will improve transparency and allow residents a better understanding of the District's budget.

**Complete to Date:** Complete

**Status Update:** OBF has been working with OpenGov on a transparency tool for the budget since the beginning of the Bowser administration. This tool is designed to provide residents with more detailed and useful online access to the District's annual budget. This will include data that can be manipulated by the resident to focus their efforts on areas of the government that most interest them. Currently residents can only get access to budget information from the CFO published budget books or the online book version and this leaves much to be desired



**Title:** Increase the speed at which arbitration hearings are scheduled and conducted by focusing on progression of cases and encouraging withdrawal where appropriate.

**Description:** The OCA is committed to timely resolving labor disputes. To that end, the OLRCB will continue to be proactive in its approach to and management of its cases and ensure that arbitration and unfair labor practice hearings are completed as expeditiously as possible, by proactively seeking withdrawal of arbitration demands by unions, particularly if the requisite arbitration panel has not been requested from the Federal Mediation and Conciliation Service (FMCS) or the American Arbitration Association (AAA) or the matter has not been actively pursued. OLRCB will also confirm management witnesses' availability early to avoid delays of hearings. To date in FY 15 OLRCB has been successful in having 11 dormant or inactive arbitration and PERB cases either withdrawn by unions or administratively dismissed by PERB. OLRCB will similarly address 12 dormant cases in FY 2016.

**Complete to Date:** Complete

**Status Update:** OLRCB continues to close out slow moving and dormant cases. OLRCB has closed out all of the 12 dormant cases from the previous year.

**Title: Implement a new data management system for OLRCB.**

**Description:** OLRCB has met with the Office of the Chief Technology Officer (OCTO) to preliminarily discuss a new data management system for tracking cases, arbitrations, and negotiations. Currently, OLRCB's data system is archaic and only allows one user at a time for navigation. Moreover, the current system does not generate meaningful reports regarding the types of cases (e.g. arbitration, unfair labor practice complaints, and collective bargaining agreement negotiations). Most useful reports and specific information about cases have to be manually generated or manually counted and tracked. This new system will allow OLRCB to integrate cases and information and to generate reports that show issue types, case filing trends, volume, outstanding dates, and how long matters have remained inactive/dormant.

**Complete to Date:** Complete

**Status Update:** OLRCB has implemented and is using the new data management system that allows OLRCB to integrate cases and information and to generate reports that show issue types, case filing trends, volume, outstanding dates, and how long matters have remained inactive/dormant

**Title: Increase training to District Agencies.**

**Description:** OLRCB has met with the Office of Cable Television, Film, Music, and Entertainment to have OLRCB staff recorded while conducting training sessions on specific labor issues. These topics will include, but not be limited to, how agencies should process union dues, effective workplace discipline, and the interpretation of collective bargaining agreements. These training sessions will eventually be placed on the OLRCB website where managers and employees can view them to properly deal with labor issues. Additionally, OLRCB will continue to allocate current resources to training to any District agency upon the request of the agency.

**Complete to Date:** Complete

**Status Update:** OLRCB has satisfied its requirement to increase training in our sister agencies. More specifically, OLRCB has surpassed its' goal of training employees by 28% in FY 2016

**Title: Reduce litigation costs.**

**Description:** Labor litigation costs negatively impact the District's budget and in some cases these costs can often be avoided if (1) agencies review and comply with the collective bargaining agreements and (2) seek OLRCB advice and counsel before making decisions that impact union employees. In an effort to reduce litigation costs OLRCB will enhance its case assessment procedures by notifying the City Administrator of cases that OLRCB believes should be settled (that may have significant costs associated with litigation) if an agency disagrees with OLRCB's recommendation to settle. In such cases, the City Administrator will provide guidance to OLRCB to proceed with the hearing or settlement of the case.

**Complete to Date:** Complete

**Status Update:** OLRCB will continue to manage this and actively resolve cases so that little to no cases become dormant. Through the revised vetting of litigation cases, OLRCB's caseload has decreased. In turn, decreased caseloads means lower litigation costs overall for the District of Columbia

**Title:** Amend the current law regarding the authority of the Public Employee Relations Board to overturn arbitrator awards.

**Description:** Currently, the fact that an arbitrator's award is contrary to law or judicial precedent may not be sufficient for the Public Employee Relations Board (PERB) to overturn the award. The statutory power of the PERB should be modified to make clear that arbitration awards that are inconsistent with District law or court precedent must be set aside. OLRCB will draft legislation to make appropriate amendments to District law to effect this change.

**Complete to Date:** 0-24%

**Status Update:** This initiative was not properly vetted when first initiated in 2015 and was decided the OLRCB would no longer pursue. This legislative change would require that labor unions agree with changing the legal standard to which arbitrations are reviewed at PERB. Moreover, changing this standard solely for the benefit of management would have been very difficult and would have eroded positive labor/management relations

**If Incomplete, Explanation:** OLRCB reviewed this initiative and determined it was not an appropriate pursuit.

# ATTACHMENT

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**FY16 Budget by Activity, Fund, CSG**

Activity	CSG	Comptroller Source Group Title	Budget	Expenditures
<b>3005 - LABOR RELATIONS/COLLECTIVE BARGAINING</b>				
<b>0100 LOCAL FUND</b>				
PERSONNEL SERVICES	0011	REGULAR PAY - CONT FULL TIME	\$1,175,036	\$925,762
	0012	REGULAR PAY - OTHER	\$76,241	\$27,367
	0013	ADDITIONAL GROSS PAY	\$0	\$6,444
	0014	FRINGE BENEFITS - CURR PERSONNEL	\$274,458	\$178,776
	0015	OVERTIME PAY	\$0	\$464
<b>PERSONNEL SERVICES</b>			<b>\$1,525,736</b>	<b>\$1,138,812</b>
NON-PERSONNEL SERVICES	0020	SUPPLIES AND MATERIALS	\$24,216	\$10,808
	0031	TELEPHONE, TELEGRAPH, TELEGRAM, ETC	\$0	\$4,302
	0040	OTHER SERVICES AND CHARGES	\$45,805	\$36,516
	0041	CONTRACTUAL SERVICES - OTHER	\$40,000	\$38,094
	0070	EQUIPMENT & EQUIPMENT RENTAL	\$4,500	\$0
<b>NON-PERSONNEL SERVICES</b>			<b>\$114,521</b>	<b>\$89,720</b>
<b>0100 LOCAL FUND</b>			<b>\$1,640,257</b>	<b>\$1,228,532</b>
<b>3005 - LABOR RELATIONS/COLLECTIVE BARGAINING</b>				
<b>0600 SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE)</b>				
PERSONNEL SERVICES	0011	REGULAR PAY - CONT FULL TIME	\$236,700	\$252,210
	0014	FRINGE BENEFITS - CURR PERSONNEL	\$55,816	\$40,306
<b>PERSONNEL SERVICES</b>			<b>\$292,516</b>	<b>\$292,516</b>
<b>0600 SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE)</b>			<b>\$292,516</b>	<b>\$292,516</b>
<b>3005 - LABOR RELATIONS/COLLECTIVE BARGAINING</b>				
<b>0700 OPERATING INTRA-DISTRICT FUNDS</b>				
PERSONNEL SERVICES	0011	REGULAR PAY - CONT FULL TIME	\$318,250	\$318,250
	0014	FRINGE BENEFITS - CURR PERSONNEL	\$76,750	\$76,750
<b>PERSONNEL SERVICES</b>			<b>\$395,000</b>	<b>\$395,000</b>
<b>0700 OPERATING INTRA-DISTRICT FUNDS</b>			<b>\$395,000</b>	<b>\$395,000</b>
<b>TOTAL -3005 - LABOR RELATIONS/COLLECTIVE BARGAINING</b>			<b>\$2,327,773</b>	<b>\$1,916,048</b>





**ATTACHMENT**

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**Negotiations Master**

Agency	Comm Unit	Union	Union Local/Agency	CRJ Code	Occupational Groups	Length of CRJ	Negotiations Status	Exp. Date	# of Employees
Various	Comps 1 & 2	(AFGE, AFSCME, POP/C/D/OC, POP/C/IV/RS, POP/M/D, N/AGE, LIUNA, SEU)			Mixture of Blue and White Collar employees	04/01/13 - G3209/20/17	Compensation Unit requested bargaining on 1/24/17	9/30/2017	9,677
			AFSCME 2401 (DIIS) (DDSI)	AVC					
			AFSCME 2401 (DIIS) (OCFO)	AAD					
			AFSCME 2401 (DHS)	AAI					
			AFSCME 2401 (Health Care Finance Dept)	AVG					
			AFSCME 2401 (DIIS)	AAH					
			AFSCME 2401 (OCF - DS)	AAI					
			AFSCME 2401 (Risk Mgmt)	AAK					
			AFSCME 2401 (Human Resources)	AAJ					
			AFSCME 2401 (DCPS) (Office of Contracts and Acquisitions)	AAM					
			AFSCME 2776 (OCFO/DFR)	ACA					
			AFSCME 2087 (Board of Trustees, UDC)	AFA					
			NUJICE 1199 (OCMD) (physician assistants - medical/social investigators)	AGD					
			AFSCME 1808 (Board of Library Trustees, DCP1)	AHA					
			AFSCME 1200 (Chief Financial Officer) (Office of the Chief Technology Officer - Data Centers)	AMA					
			AFSCME 2776 (OCT)	ARA					
			AFGE 2978 (DOI)	BAD					
			AFGE 2978 (DOH-HIV/AIDS)	BAG					
			AFGE 383 (DYRS)	BAI					
			AFGE 383 (DHS) (DOI)	BAJ					
			AFGE 383 (Board of Library Trustees, DCP1)	BAL					
			AFGE 383 (DHS)	BBN					
			AFGE 383 (DHS) (DYRS)	BBO					
			AFGE 2737 (DIIS) (DOI)	BCA					
			AFGE 631 (DDOT, Property Management)	BEG					
			AFGE 631 (DDOT & DPW)	BEH					
			AFGE 631 (DDOT, Property Management)	BEI					
			AFGE 631 (DDOT & DPW)	BEJ					
			AFGE 2725 (DHCD)	BEK					
			AFGE 2725 (DOI, State Ct for Health Statistics)	BEL					
			AFGE 1975 (Tax/feb Commission)	BNF					
			AFGE 1975 (DDOT)	BNG					
			AFGE 1000 (DORS)	BOA					
			AFGE 3871 (Office of BPA)	BPA					
			AFGE 3871 (D.C. Energy Office)	BPB					

**Negotiations Master**

Agency	Comp Unit	Union	Union Local/Agency	ICBU Code	Occupational Groups	Length of CRA	Negotiations Status	Exp. Date	# of Employees
			AFSCME 709 (MPD) (DUO1)	CGA					
			Crossing Guards						
			1199 U-SEIU (DOH)	DBA					
			NAGE R3-5 (MPD)	TVAE					
			NAGE R3-07 (DUCC)	FAF					
			AFSCME 2401 (CPSA)	LSA					
			(OCEFO)						
			AFSCME 2091 (DPW & Property Management (NGS))	ADB					
			AFSCME 2092 (DHS) (DYRS)	AVA					
			AFSCME 2092 (DHS) (DYRS)	AVB					
			AFSCME 2092 (DHS) (DYRS)	AVC					
			AFSCME 877 (Board of Library Trustees, DCPL)	ALA					
			AFGE 631 (DPW)	BEC					
			AFGE 3444 (MPD)	BMA					
			AFSCME 2401 (DHS)	AAA					
			AFSCME 2401 (OAG)	AAB					
			AFSCME 2091 (DPW & DDOT)	ABD					
			AFSCME 2091 (DPW, DDOT and DDOT)	ABE					
			AFSCME 2087 (UDC)	ABF					
			AFSCME 1808 (Board of Library Trustees, DCPL)	AHB					
			AFSCME 2743 (ABRA, DCRA & DISB) (OAG, DOH)	ANA					
			AFGE 2978 (DOH)	BAA					
			AFGE 2978 (DOH)	BAE					
			AFGE 2978 (DOH)	BAF					
			AFGE 383 (DHS)	BBH					
			AFGE 383 (DHS) - (APRA)	BBK					
			AFGE 631 (DDOT, Property Management)	BBD					
			AFGE 631 (DDOT & DPW)	BEZ					
			POP-DOC Labor Committee (DCC)	BGA					
			AFGE 2741 (Depl Parks and Res)	BITA					
			AFGE 2725 (DCRA, DOH, DOER)	BIC					
			AFGE 3721 (FEMS)	BJA					
			AFGE 1975 (DPW & DMV) (DDOT)	BNA					
			AFGE 1975 (DDOT, DPW, CPM)	BNB					
			NAGE R3-5 (MPD)	FAA					
			FOP (DYRS)	JAA					
			FOP/SPD (Protective Service Officers)	JAB					
			AFSCME 2087 (UDC)	QFC					
MPD	3	Compensation Unit (FOP Labor Committee)	FOP (MPD)	AAA	Police Officers	10/01/08 - 09/30/17	Union requested to reopen CBA on 6/13/16	9/30/2017	3,513

**Negotiations Master**

Agency	Comp Unit	Union	Union Local/Agency	CBU Code	Occupational Groups	Length of CBA	Negotiations Status	Exp. Date	# of Employees
FEMSD	Compensation Unit 4	(IAFF, Local 36)	IAFF 36 (FEMSD)	LAA	Firefighters	10/01/10 - 09/30/14	In bargaining	9/30/2014	1,661
DOH, DHS, DYRS, DDS	Compensation Unit 13	DCNA	IAFF 36 (FEMSD) (Ohibeors/Non-union)	LAB					
DBH (comp 2010)	Compensation Unit 13(B)	DCNA	DCNA - DHS, DOLL, DYRS & DDS	CAA	Nurses (program nurses)	10/01/14 - 09/30/17	In bargaining	9/30/2017	70
			DCNA (DMH)	SEK	Nurses (hospital)	Effective until 9/30/2017	In bargaining	9/30/2017	206
DBH (comp)	Compensation Unit 19	Doctors' Council		SEI	Doctors (hospital)	10/01/09 - 09/30/16	In bargaining	9/30/2016	54
DHS, DOH, DYRS, OCMIE	Compensation Unit 19(B)	Doctors' Council	Doctors' Council of DC (DOII, OCMIE, DDS, DYRS)	CIA	Doctors (Medical Examiners, Psychiatrists at DYRS, etc.)	04/01/2013 - 09/30/16	In bargaining	9/30/2016	6
DBH (comp)	Comp Unit 29	Committee of Interns & Residents	Committee of Interns and Residents (DMH)	SEI	Medical Interns and Residents at DMH	04/01/13 - 09/30/16	In bargaining	9/30/2016	37
OAG and Various Agencies	Compensation Unit 33	(AFGE/LOCAL 1403)	AFGE 1403 (OAG)	BQA	Attorneys	10/01/13 - 09/30/17	In bargaining	9/30/2017	292
DC Public Schools	Compensation Unit 6 & 17	Council of School Officers	AFGE 1403 (PSC)	QOB					
			Council of School Officers (Board of Education, DCPS) Full-time ET 6-13, Administrators/Officers and Service Practiced 13, non	PAA	Principals, Assistant Principal and Related Services Providers at DCPS	10/01/13 - 09/30/17	Completed	9/30/2017	708
			Council of School Officers (Board of Education, DCPS) Full-time, EG 11/12, Business Managers and other officers in the CSO Recognition clause	PAB					
			Council of School Officers (Board of Education, DCPS) Fulltime 61, 62 and 63	PAD		2013 - 2017			
			Principals and ET 8 Assistant Principals (Non-Transformation Schools) and Fulltime ET 46, 47 and 48 Principals and ET 45 Assistant Principals (Transformation)						
DC Public Schools	Compensation Unit 7	AFSCME: 2921	AFSCMH 2921 (Board of Education & DCPS) Full-time Educational Aides (Oak Hill and Head Start Only) and Educational Therapy Assistants, Educational Therapist Assistants and	AFA	Educational Aides; some clerical positions	10/01/13 - 09/30/17	Union provided notice to reopen on 8/9/16	9/30/2017	1,374
			AFSCMH: 2921 (Board of Education) Fulltime Secretarial/Clerical Employees w/o typing proficiency (trades 1-7 only)	AHB					

**Negotiations Master**

Agency	Comp Unit	Union	Union Local/Agency	CBA Code	Occupational Groups	Length of CBA	Negotiations Status	Exp. Date	# of Employees
DC Public Schools	Compensation Unit 8	Teachers Local 639 Alt. Counselors/Custodians	AFSCME 2971 Part-time Educational Aides (70/60/40 hour)	AEC					
DC Public Schools	Compensation Unit 5 & 16	W/TU/AFT Local 6	Washington Teachers Union (Board of Education, DCPS) Full-time and Part-time FT 15 Teachers, Librarians, Library Media Specialists, School Social Workers, School Psychologists and other Service	M/A/A	Attendance Counselors and Trancy Officers; Custodial Workers; Gardeners; Mechanics; etc.	10/01/13 - 09/30/17	Chief Negotiator has not sent OLRCB a letter with the intent to negotiate a successor agreement	9/30/2017	525
DC Public Schools	Compensation Unit 5 & 16	W/TU/AFT Local 6	Washington Teachers Union (Board of Education, DCPS) Full-time and Part-time FT 15 Teachers, Librarians, Library Media Specialists, School Social Workers, School Psychologists and other Service	M/A/A	Teachers	10/01/07 - 09/30/12	DCPS handles this.	9/30/2012	4,700
				MAB					20
OSSE	Compensation Unit 8	AFSCME Local 1959	AFSCME 1959 (OSSE DOT) Part-time, Motor Vehicle Operator/Bus Drivers (70 hr) and Bus Attendants (60 hr) at the 5th Street Terminal	AKF	School Bus Drivers and Attendants	10/01/13 - 09/30/17	Union provided notice to reopen on 8/9/16	9/30/2017	1,122
OSSE	Compensation Unit 8	Teachers Local 639	Teachers 639 and 730 (OSSE DOT) Full-time Transportation Unit (Local 639)	AKC	School Bus Drivers and Attendants	04/01/13 - 09/30/16	Submitted to Council for approval	9/30/2016	108
			Teachers 639 pull time Bus Drivers and Bus Attendants at 5th Street Terminal	AKK					
DBH	Compensation Unit 1190E	SHU District 1199H-DC	AFSCME 2095 and AKCH 383	SHN	Social Workers	04/01/13 - 09/30/16		9/30/2016	79
DBH	Compensation Unit 3758	Psychologists 1199 NUHCH	AFSCME 3758 (DMH)	SHF	Psychologist	04/01/13 - 09/30/17		9/30/2017	36
DBH	Compensation Unit WAMTC	Washington Area Metal Trades Council	AFSCME 3758 (DBH) WAMTC (DBH)	SHG	Metal Trade Workers at DMH	04/01/13 - 09/30/1		9/30/2017	20
DBH (comm)			AFSCME 2095 and AKCH 383	SHM	Behavioral Specialist	10/01/13 - 09/30/17		9/30/2017	556
GAH	Comp Unit 35	FALL-DC	AFSCME 2095 (DBH)	SHD					
GAH		FALL-DC	FALL-DC (GAH)	RAA	Administrative Law Judges	10/01/13 - 09/30/19	Completed	9/30/2019	31
			FALL-DC (GAH)		Attorney Advisors		In Bargaining		3



**Negotiations Master**

Agency	Camp Unit	Union	Union Local/Agency	CRT Code	Occupational Groups	Length of CBA	Negotiations Status	Exp. Date	# of Employees
DC Public Library		AFGE 383 **		B1L	Special Police		In bargaining		21
DOH		AFGE locals 2737 & 2978**		BAA, BAE, BAF, BCA	Public Health Advisors, Public Health Analysis, Crisis Management Specialists	FY88 - FY90	AFGE Local 2978 is moving to AFGE master agreement, which is in bargaining		198
DOBS		AFGE Local 1000**		BOA	Unemployment Call Center Representatives and Various Occupational Groups	FY95 - FY98	AFGE Local 1000 is moving to AFGE master agreement, which is in bargaining	9/30/1990	356
FEMSD		AFGE Local 3721 **		BJA	Paramedics, Emergency Medical Technicians	through 09/30/17	In bargaining	Expiration Date as Operation of Contract - September 30, 2017	139
		AFSCME Master Agreement**			Various Occupational Groups	10/06 - 9/30/10	Negotiations are nearly complete	Stated Expiration Date - September	3,951
DCRA, DCRA, DPW, DHS, DOH, OAG, OPM, DISB, OCFD, OCP, OCTD, GACTT, DOC		FOIP/DOC Labor Committee**		DGA	Correctional Officers	FY16 - FY19	Completed	9/30/2019	743
DC Public Library		AFSCME Locals 877, 1808		AHA, ALA, AHR	Librarians, Library Associates	12/19/88 - 09/30/90	In AFSCME Master bargaining		387
DOF		AFSCME Local 709**		CGA	Safety Technicians	01/01/02 - 12/31/05	In AFSCME Master bargaining	9/30/2019	178
DCMH		NUHGE & AFSCME			Forensic Investigators		In AFSCME Master bargaining	9/30/1998	10
MPD		NAGE Local R3 - 05**		F:AA, FAE	Callblock Processing Technicians, Telephone Equipment Operators	Through 09/30/10	MPD negotiates the successor agreement	9/30/2010	534
OUC		NAGE Local R3 - 07**		FAF	Dispatcher, Telephone Equipment Operator, Customer Service Specialist	10/01/15 - 09/30/17	Completed	9/30/2017	266
DGS/SPD		FOI**		JAB	Special Police Officers	Through 09/30/90	In bargaining	9/30/1990	62
OCME		Alliance of Independent Workers Labor Organization**		F:AB	Forensic Autopsy Assistants, Intake Assistants		In bargaining	9/30/2010	20
DOH		SEIU 1199 E-DC		DBA	Epidemiologists	10/1/14 - 09/30/17	Completed	9/30/2017	16



